



The City of Lynchburg, Virginia

City
Manager's
Office

July 6, 2004

TO: City Council

FROM: L. Kimball Payne, III, City Manager
Bonnie Svrcek, Deputy City Manager

SUBJECT: City Council Retreat

DATE: July 6, 2004

Planning is underway for your annual City Council retreat scheduled for the afternoon of August 24th and the morning of August 25th.

At your July 13th work session, staff needs direction on what your goals are for the retreat.

Following are some potential agenda items for your consideration prior to discussion next week:

- ▶ Review and Discuss Council's Vision and Success Factors, Mission Statement, Council Knowledge, Skills and Abilities, Operating Guidelines, and Rules of Procedure (copies attached)
- ▶ Consider possible changes to Council's meetings schedule (e.g. Committee meetings)
- ▶ Discuss creation of Council Bylaws
- ▶ Review and discuss Citizen Survey Results (results will be available in mid-August)
- ▶ Discuss preliminary Legislative Agenda
- ▶ Hear a staff presentation on Financial Trends
- ▶ Review summary report of progress on tasks from the August 2003 retreat
- ▶ Identify Council priorities for 9/2004 – 6/2006

Staff is in the process of identifying a non-staff facilitator for the retreat.

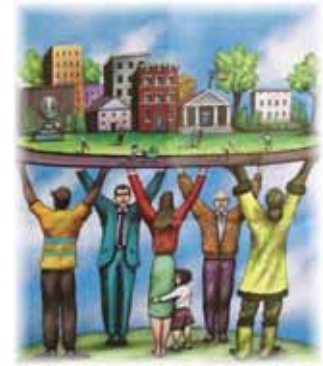
Finally, when new members are elected to Council, past practice has been to spend some time learning more about each others personality and style preferences. The Myers-Briggs Personality Type Indicator has been the tool used in the past; however, other options are available. Staff needs some feedback on whether you want to pursue this as an element of your retreat.

Thank you.

Attachments

c: Leadership Team
Patricia Kost, Clerk of Council

Adopted – Sept. 28, 1999



I. Vision/Vision Principles/Goals

- Understanding and experiencing the value of the City Council's retreat
- Input/commitment to the vision and vision principles
- Input into annual goal-planning to establish short-term goals
- Learning how to use the vision, vision principles and goals to achieve City Council's desired ends
- Understanding the role of citizen participation and how to use the information for good community decision-making

II. Working Effectively With/Appreciating Other Council Members

- Using the MBTI (type) to understand others
- Learning not to take things personally
- Finding out who people are, versus who others say they are
- Moving from reacting based on position to involvement with the group

III. Citizen Response

- Acquiring values that will assist in appropriate citizen response (i.e. honesty, always respond, give intended action, follow-up)
- Learning who to contact in the City organization
- Learning what to do and what not to do
- Learning how to evaluate and prioritize ceremonial demands and how to refer to others
- Learning to effectively represent one's personal view and the Council's view

IV. Planning

- Understanding of the elements of the City's Comprehensive Plan (when developed)
- Understanding of City's internal strategic planning process (when developed)
- Understanding the Regional Renaissance effort

V. Financial Planning and Management

- Developing a full picture of financial management appropriate for elected officials, including:
 - Understanding sources of revenue, revenue patterns and projections
 - Understanding how funds are set up and utilized
 - Understanding funding, including one-time and recurring expenditures and terms such as "fully reimbursable"
 - Developing an ability to review the City's financial condition based on quarterly reporting

VI. Council Process

- Using parliamentary procedure
- Using strengths to facilitate discussion, processes, and committee assignments
- Having an awareness of conflict of interest issues
- Knowing implications of Freedom of Information Act and the impact on meeting protocol and reporting
- Understanding the media, how to have effective relationships, and how to frame comments
- Understanding the agenda process/terms (i.e. consent agenda, number of readings)
- Knowing State Code requirements related to Council processes

VII. Structure of Government/Organization

- Understanding wards, at-large representation, and how to effectively represent all citizens
- Knowing the City organizational structure
- Knowing the Council standing committee structure and how to effectively use it
- Understanding the Council's role and philosophy in committee and commission appointments

VIII. School Board Relations/Process

- Understanding the relationship between Council and School Board, including policymaking and funding
- Developing and maintaining effective operating guidelines or 'means' agreements with the City School Board
- Developing approaches that seek and use ideas from other localities to enhance City/School relationships

IX. Operational Issues

- Understanding operational issues including Council salaries, travel guidelines, paperwork, attendance, computers, and support



Lynchburg 2020: Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership - all distinguished by responsible and traditional values, involvement, education, new technology, and quality citizen services.

As a City government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce:



Stable, productive, inspired families



We will recognize the importance of families. We will succeed by having families who are stable, well-educated and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational system and continuing to build a superior community environment.

To be successful we will:

- Focus on prevention vs. intervention

Dynamic economic development center (Areas of emphasis: Downtown, Increased real estate value)



We will be a vibrant, economic development center. We will ensure our economic success and produce business and job opportunities for all by attracting research and development facilities, expanding our manufacturing base and becoming a significant player in the global market. The collective resources of the region must be harnessed to determine future trends and to develop a strong, progressive, highly technological economic base, assuring a heightened quality of life for our families.

To be successful we will:

- Continue to focus on business retention
- Maintain and expand airline service
- Encourage greater private activity (Downtown)
- Celebrate accomplishments (Downtown)
- Publicize incentives (Downtown)

A superior education community



We will be a model learning community - one that integrates all components of education to provide our citizens with knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is one of the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.

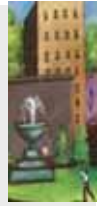
To be successful we will:

- Ensure selection of the best possible School Board
- Coordinate various efforts for maximum impact: greater collaboration on joint services (purchasing, human resources, fleet, financial services, etc.)
- Incorporate the importance of School Board selection into the City Council orientation process.



A community environment second to none

(Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)



We will create a vibrant sense of community spirit among our citizenry. A sense of belonging and unlimited opportunity will keep and attract citizens who will play vital roles in economic growth, education, recreation and community life. Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which will face us. We will enhance and preserve the City's historic heritage and promote new development that is aesthetically pleasing. Housing in the City will meet the diverse needs of its citizens and be maintained in a manner that promotes the long-term stability of our neighborhoods. As the core city of the region, Lynchburg will have a well-maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.

To be successful we will:

- Focus on area plans
- Improve housing appearance through zoning and code enforcement

Responsive, Effective Local Government

(Areas of emphasis: Boards and Commissions, Fiscal Responsibility, Excellent core services, Fight unfunded mandates)

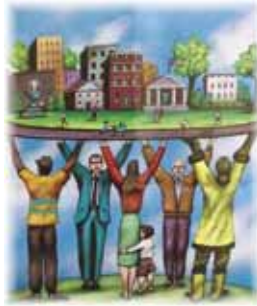


Realizing that government cannot provide all the solutions, we will be a responsive, effective government that brings together all parts of our diverse community and regional resources that enable citizens to address the priorities and challenges of the future. Lynchburg City government will support and enable the above vision through excellent performance of traditional local government functions, with functional innovations as may be embraced by City Council through its goals.

To be successful we will:

- Promote adequate staffing and retention
- Encourage volunteerism on Boards and Commissions
- Ensure adequate communication between Council and various boards and commissions.

Adopted January 23, 2001, Revised November 25, 2003



OUR MISSION

Responsive, effective local government

As a City government we agree that these vision principles will guide our decision making and actions to better serve the community.

We will:

1. Act in a manner that is trustworthy, helpful, courteous, thrifty and courageous.
2. Pursue efficient and effective use of all resources.
3. Ensure accountability for results.
4. Be responsive to citizens and engage the community.
5. Cooperate and collaborate across internal, political, geographic and public/private boundaries.
6. Look to the future and explore new and more efficient ways to meet the needs of the community.
7. Seek out and address root causes of problems and issues.



OPERATING GUIDELINES FOR EFFECTIVE COUNCIL OPERATIONS



Council Policy Role

1. The City Council is responsible for setting the policies and holding the City Manager accountable for achieving those policies.
2. Council will formulate policy by determining the broadest policies before progressing to more narrow ones.
3. Council should focus primarily on ends, while providing broad guidance regarding means so that staff can utilize their expertise and creativity. Unless instructed otherwise, staff's administrative role will ensure that:
 - Efforts are within the parameters of the Council's goals, priorities and vision principles.
 - Council is consulted on major issues and system changes.
4. The Council will be the initiator of policy, not merely a reactor to staff initiatives. Individual Council Members may bring forth initiatives that are of significance to the entire community.
5. The Council will determine desired ends and priorities (relative to other priorities) by addressing: What good? For what people? At what cost?

Maximizing Effectiveness

1. The Council will use the expertise of individual members to enhance the ability of the Council to make good policy decisions.
2. The Council recognizes that the expression of differences and the debate will ensure that we have good public policy. In support of this, members' opinions will be heard and respected.
3. The City Council will be open to ideas from Council Members, the administration and staff members.

Council-Mayor Role

1. The Mayor will be the spokesperson for the City Council who is most called upon, without limiting other Council Members' ability to speak on issues.
2. The Mayor and Vice-Mayor, because of their roles, have the greatest contact with the City Manager. However, the City Manager will offer equal access to all Council members.

Communication

1. Staff should provide Council with all relevant information on matters of policy, including pros and cons, alternatives and professional recommendations, in order that Council may make an informed final decision.
2. Achieving mutual trust between Council and the City administration and between Council Members themselves should be a fundamental pursuit.
3. Open and regular communication will be used to insure that Council and the administration is informed so that no one is surprised or blind-sided.
4. Council will inform the City Manager when there is an issue meriting administrative action or decision.
5. The City Manager will insure that Council is informed about issues that have impact on a major policy area, may attract media or public attention, or affect major stakeholders.
6. When an emergency decision must be made, the Mayor/Vice-Mayor will work with the City Manager to make the best decision possible and the City Manager will insure that the rationale for the decision is immediately communicated to other Council Members.
7. Council may pass along information or request information directly from staff.
8. The City Council will regularly review progress on its collective leadership, goals, priorities and operating guidelines to insure success/relevance.

Performance Accountability

1. The City Manager will be evaluated on the accomplishment of City Council's stated goals.
2. Evaluation of the City Manager, City Attorney and Clerk of Council will be a collective act of the City Council.
3. Evaluation of the Internal Auditor will be a collective act of the Internal Audit Division.
4. The Council will never give instructions to persons who report to the City Manager.
5. Council will hold the City Manager accountable for staff performance and provide the City Manager with feedback about staff performance in a private setting.
6. Priorities of the City Manager will be defined by the City Council's goals and priorities in support of the vision.

Approved by City Council November 25, 2003

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LYNCHBURG THAT,
PURSUANT TO SECTION 2-18 OF THE CODE OF THE CITY OF LYNCHBURG, 1981,
THE FOLLOWING SPECIAL RULES OF PROCEDURE ARE HEREBY ADOPTED FOR
THE CONDUCT OF ITS MEETINGS

I. CONSENT AGENDA

- A. The first section of the agenda shall be entitled "Consent Agenda." This section shall include by way of illustration but not limitation:
 - 1. Approval of minutes.
 - 2. Final readings of appropriations which received unanimous vote upon introduction at a previous meeting.
 - 3. Any item believed by the Clerk of Council to be routine and not controversial in nature.
- B. The following rules shall apply to the Consent Agenda:
 - 1. A member of Council may by request have any item removed from the Consent Agenda, which shall then be considered after a vote has been taken on the remaining items.
 - 2. The remaining items shall be approved by motion and vote.

II. PUBLIC HEARINGS

- A. This section of the agenda shall be for public hearings as required by City, State or Federal law, or as Council may direct. This section shall include by way of illustration but not limitation:
 - 1. Petitions for amendments to the Zoning Ordinance.
 - 2. Revenue Sharing Planned and/or Actual Use Reports.
 - 3. Budgets.
 - 4. Resolutions appointing viewers to view streets and alleys petitioned for vacation.
- B. The following rules shall apply during this section of the agenda:
 - 1. In the matter of zoning petitions:
 - (a) The proponents (the applicant and supporters) shall be allowed a maximum of fifteen (15) minutes of speaking time. After this allotted time, Council may ask questions of the proponents and the proponents may respond, but not engage in further debate.

- (b) The opponents shall then be allowed a maximum of fifteen (15) minutes of speaking time. After this allotted time, Council may ask questions of the opponents and the opponents may respond, but not engage in further debate.
- (c) Each side shall then be allowed an additional three (3) minutes for rebuttal.
- (d) After the proponents and opponents have used their speaking time, Council may ask further questions for the speakers who may respond, but may not engage in further debate.
- (e) The floor will then be closed to public participation and open for Council's discussion.

2. In all other public hearings:

- (a) A person may speak for three (3) minutes; or, if a group has a spokesman, the spokesman may speak for five (5) minutes. No one may speak for a second time until everyone wishing to speak has had an opportunity to speak. No one may speak more than twice on an item.
- (b) After the speaker has used the allotted time, Council may ask questions of the speaker and the speaker may respond, but may not engage in further debate.
- (c) The floor will then be closed to public participation and open for Council's discussion.

III. GENERAL BUSINESS

This section of the agenda shall include items of a general nature to be considered by Council. The last items on the agenda shall be adoption of appropriation resolutions introduced at a previous meeting which did not receive unanimous vote upon introduction.

These rules shall apply during this section of the agenda:

- 1. A person may speak for three (3) minutes; or, if a group has a spokesman, the spokesman may speak for five (5) minutes. No one may speak for a second time until everyone wishing to speak has had an opportunity to speak. No one may speak more than twice on an item. A representative of a civic or governmental organization, of a Council appointed board or commission, or of a similar organization who is making a report or presentation to City Council may have up to ten (10) minutes to make such report or presentation. Once Council has heard a presentation from a citizen or organization on a particular subject, the citizen or organization may not make another presentation on the same subject within six (6) months of the first presentation, except by a majority vote of the members of Council present and voting.
- 2. Council members may question any of the speakers, the speakers may respond, but after the allotted time has expired, the speakers may not initiate further discussion.
- 3. The floor will then be closed to public participation and open for Council's discussion.

IV. ITEMS NOT ON THE AGENDA

This section of the agenda is designed to respond to situations and/or questions of a critical nature which have arisen after the deadline has passed for items to be placed on the agenda.

The following rules shall apply during this section of the agenda:

1. The Council and the Administration will be recognized to speak first.
2. Anyone else wishing to speak, upon recognition by the presiding officer, shall state the subject. In order for a person to be heard, a motion would require a majority vote of Council members present.
3. Speakers shall be limited to three (3) minutes. A representative of a civic or governmental organization, of a Council appointed board or commission, or of a similar organization who is making a report or presentation to City Council may have up to ten (10) minutes to make such report or presentation.

V. PROHIBITED CONDUCT

Persons appearing before City Council will not be allowed to:

- (a) Campaign for public office;
- (b) Promote private business ventures;
- (c) Use profanity or vulgar language or gestures;
- (d) Use language which insults or demeans any person or which, when directed at a public official or employee is not related to his official duties;
- (e) Make non-germane or frivolous statements.
- (f) Interrupt other speakers or engage in behavior that disrupts the meeting including but not limited to applause, cheers, jeers, etc.
- (g) Engage in behavior that intimidates others.
- (h) Address City Council on issues that do not concern the services, policies or affairs of the city.

The presiding officer shall preserve order and decorum at council meetings. He or she may order the expulsion of any person for violation of these rules, disruptive behavior, or any words or action which incite violence or disorder, subject to appeal to Council. Any person so expelled shall not be readmitted for the remainder of the meeting from which expelled. Any person who has been so expelled and who at a later meeting again engages in behavior justifying expulsion may also be barred from attendance at future Council meetings for a specified and reasonable period of time not to exceed six months, or upon a still subsequent

expulsion a period not to exceed one year either by the presiding officer, subject to appeal to Council, or by motion passed by Council.

VI. MISCELLANEOUS PROVISIONS

1. No speaker's time shall be extended except by a two-thirds (2/3rds) vote of the Council members present.
2. Any person who desires to submit written statements for forwarding to Council prior to the Council meeting must submit nine (9) copies to the Clerk of Council by 4:00 p.m. on the Thursday preceding the Council meeting.
3. The rules of parliamentary procedure contained in "Robert's Rules of Order" shall govern the Council in its deliberations except in cases where they are in conflict with the laws of the Commonwealth, special rules adopted by Council or by historic practice of Council. However, the failure of Council to strictly comply with "Robert's Rules of Order" shall not invalidate any action of Council.

Adopted: September 26, 2000

Certified: *Patricia W. Kost*
Clerk of Council

271L

cc: W. C. Erwin